



Charleston County MAP Commission Summary of Recommendations

Listed by Task Force

Government Organization and Structure

- O1 Strengthen the executive function: elect Council Chair county-wide; strengthen executive authority of County Administrator
- O2 Consolidate supervisory functions for efficiency and improved employee performance (see also HR3)
- O3 Coordinate service planning and delivery within governmental jurisdictions
- O4 Eliminate double taxation through special tax districts
- O5 Establish a consistent policy on charges to municipalities for special services
- O6 Establish an inter-governmental pro-active joint working group

Human Resources

- HR1 Study and implement merit pay/incentives to support a pay for performance system
- HR2 Conduct comprehensive salary and job classification study
- HR3 Eliminate unnecessary layers of management (see also O2)
- HR4 Foster diversity among employee and management ranks
- HR5 Undertake a talent management program to attract and retain a quality workforce
- HR6 Track employee turnover, reinstate exit interviews
- HR7 Establish customer service goals/training for County employees
- HR8 Expand the use of flexible scheduling to extend County office hours in serving the public and to accommodate employee needs for work-life balance
- HR9 Follow up on employee survey results and consider administering the survey annually
- HR10 Continue workmen's compensation cost reductions

Public Safety

- PS1 Create a Public Safety Task Force of Tri-County law enforcement and fire agencies
- PS2 Fund updated, integrated countywide communication system, including software
- PS3 Establish a system of countywide codes inspections and enforcement
- PS4 Fund a fire marshal position in Building Services
- PS5 Authorize existing Public Safety personnel as deputy fire marshals for code enforcement
- PS6 Adopt the administrative code sections of the Fire Code
- PS7 Upgrade First Responders' training to "EMT Basic" or "Intermediate" in rural areas
- PS8 Provide defibrillators to more public safety vehicles
- PS9 Coordinate efforts to improve street signage and enforce requirement for visible house/structure numbers
- PS10 Consider outsourcing billing operations in EMS

Transportation and Public Works

- T1 Require expanded detail on CARTA budget to Council
- T2 Make all Fleet cars/light trucks be part of state Commercial Vendor Repair Program
- T3 Have Charleston County Fleet Maintenance certified as a participating CVRP facility
- T4 Outfit new light-vehicle maintenance facility (to be constructed on Azalea Avenue Complex) to minimum current requirements pending a test period for the CVRP program.
- T5 Study the potential to outsource some Fleet functions
- T6 Coordinate implementation of the NPDES regulations with county-wide entities
- T7 Direct some Transportation Sales Tax money for Public Works maintenance and drainage projects

- T8 Study and fund improved, long-term practices related to roads and drainage, including innovative technologies
- T9 Develop and implement incentives for lower paid Public Works employees (see also HR1)
- T10 Utilize activity-based accounting to evaluate privatization opportunities (see P11 and P12).
- T11 Continue incineration of municipal solid waste to reduce dependence on landfilling
- T12 Continue long-range planning (20 years) for Solid Waste

Budget, Finance & Accounting

- B1 Implement practice of three-year budget expenditure/revenue projections as per established policy, and continue five-year capital improvement planning
- B2 Allow Procurement Department to play a role in the county-wide budget development process
- B3 Restructure tax bills to show levies for all elected/appointed offices, and to indicate which entity has budget approval authority for each millage listed.
- B4 Begin independent administrative review of elected/appointed office budgets
- B5 Strengthen budget expenditure authority and accountability of all elected offices
- B6 Continue developing and publicly sharing a Citizens' Budget to promote public understanding.

Procurement, Outsourcing, Privatization

- P1 Expand the use of 'P' (Purchasing) cards to all County departments and offices
- P2 Increase the threshold for 'P' card use to \$2,500, the current Federal government limit
- P3 Raise threshold for the initiation of the formal bidding procedure from \$10,000 to \$25,000, the current state of South Carolina limit
- P4 Eliminate the requirement for the Director of Procurement to appear before County Council for purchases over \$50,000, unless bids come in over budget

- P5 Eliminate the current print advertisement requirement for soliciting bids on County goods and services contracts and seek to implement new and innovative approaches to solicit minority bids
- P6 Staff and fully fund the Minority Ombudsman Office and make the office responsible for attracting more minority business to the County
- P7 Increase centralization of core procurement functions, especially contracts administration
- P8 Review and periodically revise exemptions in the County Procurement Code
- P9 Evaluate and participate when cost-effective in vehicle leasing programs for County vehicles driven over 9,000 miles
- P10 Implement activity-based costing throughout the County as appropriate to evaluate privatization opportunities
- P11 Continue to review services for areas appropriate for privatization, and pursue privatization opportunities

Facilities & Capital Asset Management

- FM1 Move from preventive to predictive maintenance
- FM2 Increase procurement authorization from \$1,000 to \$2,500 (see also P2)
- FM3 Improve employee incentive program for all jobs (see also HR1 and T9)
- FM4 Provide for the replacement of components for buildings and facilities in a prescribed manner.